



Gwasanaeth Tân ac Achub  
De Cymru

South Wales  
Fire and Rescue Service



SOUTH WALES FIRE AND RESCUE SERVICE

# Strategic Plan 2020-2030

1ST APRIL 2022 - YEAR THREE UPDATE

This document is also available in Welsh

RAISING AWARENESS | REDUCING RISK

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# Foreword



**Huw Jakeway QFSM**

Chief Fire Officer  
South Wales  
Fire and Rescue Service



**Councillor Tudor Davies MBE**

Chairperson  
South Wales  
Fire and Rescue Authority

Welcome to the year three annual progress update of our Strategic Plan 2020-2030.

In this update we focus on the progress we have made over the past year and our plans for the coming year.

The plan sets out how we will ensure we achieve our vision of making South Wales safer, by reducing risk, through delivery against our 'Strategic Themes' and Objectives. We aim to protect and serve our communities across 10 Unitary Authorities in partnership with our colleagues in other frontline services and partners in other sectors.

As well as detailing our progress against our eight Strategic Themes and original objectives, we have added two objectives: Encouraging and supporting a bilingual culture across the Service and Reducing the amount of waste produced to protect our environment. These new objectives will further support and focus activities relating to our people, equality and carbon reduction plans.

To ensure that progress against all our objectives remains on track, the work of the Service continues to be scrutinised and reviewed by our Fire and Rescue Authority.

Throughout the Covid-19 pandemic we have continued to respond to the needs of our communities, assisted our partners through what has been a challenging and demanding time and developed new ways of working. Many of the new ways of working will continue after restrictions have eased, and we will continue to innovate.

We would like to take this opportunity to thank all our staff, volunteers and stakeholders for their contribution and support, we look forward to working together during 2022-2023.

We hope you find our plan informative and we welcome any feedback – [see page 45 for how to contact us.](#)



# Our Strategic Themes

The table below sets out our eight Strategic Themes which are the foundation of our ten year Strategic Plan 2020-2030. Our objectives are built on these themes and structure our reporting as we progress through the life of the plan.

Strategic Theme	What we will do	Strategic Theme	What we will do
<b>Keeping you Safe</b> 	Focussing on prevention work to help reduce the need for you to call us	<b>Engaging and Communicating</b> 	Ensuring all our communities and staff are involved in helping us provide an excellent service
<b>Responding to your Emergency</b> 	Ensuring we respond quickly and effectively when you need us	<b>Valuing our People</b> 	Supporting a diverse workforce that represents your community, is well trained and motivated to deliver our service
<b>Protecting our Environment</b> 	Carrying out our activities in a way that helps sustain the planet for our future generations	<b>Using Technology Well</b> 	Continually look to use the latest technology where it can improve our service to you
<b>Working with Partners</b> 	Working with the nine South Wales PSBs and other partners to deliver a fire and rescue service that meets your needs	<b>Continuing to Work Effectively</b> 	Ensuring our service provides value for money and is clearly accountable



# The Well-being of Future Generations Act (Wales) 2015

The sustainable development principle of the Well-being of Future Generations Act (WFGA) is “All Public Services should act in a manner which seeks to ensure that the needs of the present are met, without compromising the ability of future generations to meet their own needs”.

The Seven Goals of the WFGA are:



A  
resilient  
Wales



A  
Wales of  
cohesive  
communities



A  
Wales of  
vibrant  
culture and  
thriving Welsh  
language



A  
prosperous  
Wales



A  
healthier  
Wales



A  
more equal  
Wales



A  
globally  
responsible  
Wales



We have considered these goals in our plan and identified how each of our strategic themes contributes to their achievement.

The WFGA also identifies the following five ways of working which we must consider and act in accordance with when planning and making decisions.

- Balancing short term needs with **long-term** needs
- Putting resources into **preventing** problems
- Using an **integrated** approach, balancing social, economic and environmental needs
- **Collaborating** with others to help meet well-being objectives
- **Involving** others to reflect the diversity of an area



**Long-term**



**Preventing**



**Integration**



**Collaboration**



**Involvement**

# Keeping You Safe

Supporting the following Well-being Goals:



A resilient  
Wales



A Wales of cohesive  
communities



A healthier  
Wales



A globally  
responsible Wales

## What does this mean?

We will provide prevention of, and protection from, emergencies in order to keep our communities safe. Evidence suggests that our preventative activities have been extremely influential in the reduction of emergencies in recent years, a trend we are keen to maintain and improve. One of the key drivers for our preventative campaigns programme is the information we obtain from, and share with, other organisations, which allows us to develop specific campaigns based on statistical evidence.



Focussing on  
prevention  
work to help  
reduce the  
need for you  
to call us

### We will keep you safe by:

- Reducing the impact of false alarms on our resources
- Reducing the number of fires in the home and understanding the causes and behaviours of them
- Reducing the number of Road Traffic Collisions (RTCs)
- Reducing the number of deliberate fires
- Improving safety in and around water
- Improving fire safety in buildings in our communities

### What we did in 2021-2022

- Almost half of the incidents we attend are due to automatic fire detection and fire alarm systems causing false alarms, also known as Unwanted Fire Signals (UFS). To address this issue, we established a working group and a UFS framework that has been rolled out to all fire and rescue stations. This sets out how we will engage with locations attended multiple times







Focussing on prevention work to help reduce the need for you to call us

### What we did in 2021-2022

- We continued to review the quality of our incident data recording and supported stations with virtual and in-person training sessions
- Working with Go Safe in trial areas, we have delivered education intervention as an alternative to fixed speed camera penalties. Drivers identified as speeding are stopped and have the option to attend an education session, aimed at initiating behaviour change and this has received a very positive response
- We recommenced delivery of our Road Safety courses across our local communities (Options - educating people on the dangers of not wearing seatbelts; Domino – raising awareness of the #Fatal5 - Drink/Drugs, Speed, Carelessness, Seatbelt and Mobile phone use; and Megadrive - pre driver training aimed at 16-18 year olds)
- With our partners, we delivered initiatives such as Operation Dawns Glow (all-Wales multi-agency task force) and Healthy Hillsides (a Rhondda Valleys partnership to support local wildlife and reduce wildfires) which aim to reduce the uncontrolled environmental destruction and potential threat to lives and property arising from deliberately set grass fires
- We re-established the all-Wales flooding and water rescue group and developed a toolkit, which will be tested prior to roll out to fire and rescue stations. The toolkit details a risk assessment of the specific watercourse, the Public Rescue Equipment available, What Three Words references and access points
- We set up a group to explore how we educate SEN (Special Educational Needs) children and home-schooled children on the dangers of water with other partners on a national basis
- We became a statutory consultee for planning applications in January 2022, and will work on an all-Wales basis to ensure consistency
- We supported the Safe Havens initiative at all our fire and rescue stations, where anyone in immediate danger can head to their nearest station for help





Focussing on prevention work to help reduce the need for you to call us

### What we will do in 2022-2023

- Use information to identify vulnerable individuals and groups to prioritise the delivery of our services, and work on an all-Wales basis to apply risk rating of our Home Safety Checks
- Relaunch the Learning Evaluation After the Fire (LEAF) initiative, to better understand experience of accidental dwelling fires and support those who have experienced them
- Continue to work with partners to deliver vital road safety education surrounding the new Welsh Government initiative reducing the 30mph speed limit to 20mph in certain areas
- Maximise opportunities to complete home safety visits for vulnerable persons in our communities as we emerge from restrictions caused by Covid-19
- Implement training exercise programmes aligned to the risks within each station area and to Joint Fire Control (JFC) training plans





# Responding to your Emergency

Supporting the following Well-being Goals:



A resilient Wales



A healthier Wales

## What does this mean?

We will gather key information from the caller and send appropriate equipment and people according to the needs of the incident. We will support the caller during their emergency and provide ongoing support to the attending crews throughout the event, to secure a safe outcome.



Ensuring  
we respond  
quickly and  
effectively  
when you  
need us

### We will respond to your emergency by:

- Responding effectively when you need us
- Doing all we can to make sure that our On-Call Duty System (OCDS) crews are available
- Training our firefighters, emergency fire control staff and other staff to respond to current and future risks in our communities

### What we did in 2021-2022

- Trained our new recruits at Joint Fire Control (JFC) enabling us to increase our staffing levels. JFC continue to utilise a system which provides a caller's telephone number and location
- Completed our Incident Command Level assessments and coordinated online operational seminars to cover various subjects, including raising awareness of special appliances
- Used social media to support our On-Call recruitment where Covid-19 restrictions limited our face-to-face activity, resulting in 59 new On-Call recruits
- Continued initiatives to improve retention of our On-Call firefighters including working with our partners (Skills for Justice), to evaluate, design and implement changes to our On-Call qualification



Ensuring  
we respond  
quickly and  
effectively  
when you  
need us

- Carried out two large-scale training exercises: Exercise Ivor simulated a railway track and road traffic collision, and Exercise Taxing Tower, which utilised a vacant high-rise building. Over 10 fire engines attended each of these exercises together with specialist vehicles, other emergency services and a range of partners
- All debriefs generated as a result of simulations and operations were collated in order to learn and improve

### What we will do in 2022-2023

- Identify realistic venues across the Service area to deliver training aligned to key risks and areas of operational development
- Explore opportunities to improve the recruitment process for On-Call firefighters
- Develop a new Learning Management System for all soft skills and specialist training
- Review resilience in teams across the Service to ensure core activities are sustainably supported in challenging times
- Replace three rescue tenders in our fleet with new vehicles, upgraded to Type C water rescue capability





# Working with Partners

Supporting the following Well-being Goals:



A resilient  
Wales



A Wales of cohesive  
communities



A globally  
responsible Wales



A prosperous  
Wales

## What does this mean?

We will build on a well-established history of working with our partners to deliver service improvements in a cost effective manner. Working with others in a joined up approach is vital to support the delivery of better outcomes for our local communities, avoid duplication of effort and spend public money wisely. As a statutory partner on each of the Public Service Boards (PSBs) within our service area, we support delivery of individual Well-being Plans and ensure that our activities improve the lives of the people in our communities for the long term. We will share data with our PSB partners to reduce incidents, keep our communities safe and healthy, and make necessary changes to our partnerships as the new needs of our communities emerge.



Working  
with South  
Wales PSBs  
and other  
partners to  
deliver a fire  
and rescue  
service that  
meets your  
needs

### We will work with our partners by:

- Working with PSBs to support our communities
- Working with our partners to deliver our services where they are needed
- Reviewing and evaluating our existing partnerships

### What we did in 2021-2022

- Our Group Managers attended and engaged with their respective PSBs or sub groups to ensure we offered support wherever it was required
- Continued to build on our understanding of refuse fires, as these account for around 45% of all fires attended. We lead the Refuse Working Group which is a multi-agency partnership, and share information on fly tipping by use of the Fly Mapper app
- Delivered locally on Operation Dawns Glow, an all-Wales multi-agency task force, to reduce deliberately set grass fires that cause environmental destruction and potentially threaten lives and property



Working with South Wales PSBs and other partners to deliver a fire and rescue service that meets your needs

- We are a key contributor to the Healthy Hillside Project, working with numerous organisations including Natural Resources Wales (NRW), Wildlife Trust of South and West Wales, and Rhondda Cynon Taff County Borough Council. The aim is to better manage our hillsides for wildlife, and in doing so, better support the local communities in the Rhondda
- Worked with Park Rangers, Caerphilly County Borough Council, and New Inn, Ebbw Vale and Aberbargoed Fire and Rescue Stations to develop and test our toolkit for Water Safety
- We continue to work with offenders and those on the cusp of offending to reduce anti-social behaviour, road traffic collisions and deliberate fire setting
- Developed a fire awareness training package for all Welsh Ambulance Services NHS Trust (WAST) employees
- Created a new referral process for WAST to refer people for home safety advice
- Contributed to the all-Wales dementia strategic and operational working groups, and continued to develop the Service into a Dementia Friendly organisation
- We delivered higher level dementia training to our home safety practitioners in collaboration with Mid & West Wales Fire and Rescue Service (MAWWFRS) and WAST
- Considered the impact of socio-economic disadvantage in all our activities. Our Procurement team worked alongside MAWWFRS to embed Social Value clauses in our tender process
- Our Recruitment team worked with other fire and rescue services in Wales on joint recruitment and assessment development exercises. The team





Working with South Wales PSBs and other partners to deliver a fire and rescue service that meets your needs

has also supported the National Fire Chiefs Council recruitment hub project to develop best practice guidance and resources. The On-Call to Wholetime Migration Framework has been further integrated within the Service

- Our Joint Fire Control continued to take part in regular exercises with South Wales Police, Gwent Police and Dyfed Powys Police
- We sent four of our wildfire experts to Greece to help and assist in fighting the wildfires the country was experiencing during Summer 2021
- We continued to support our colleagues in NHS Wales and WAST during the pandemic – driving ambulances, working at community vaccination centres and trained firefighters administering vaccines

### What we will do in 2022-2023

- Work with Chwarae Teg, a charity inspiring, leading and delivering gender equality in Wales, to support the HR reviews we are undertaking, including our recruitment activity
- Secure a collective agreement with our representative bodies to implement a trial of a revised flexible rostering system on fire and rescue stations
- Continue to support the current PAS (Primary Authority Scheme), working in partnerships with businesses in order to achieve national consistency in delivering fire safety advice and regulatory activity, and explore options for new partnerships
- Explore new partnerships and innovative ways of collaborating with social housing groups







‘A major exercise was carried out in November to test our preparedness for a High Rise incident. This exercise was called ‘Taxing Towers’ and was a 10 pump exercise held at the former tax office in Llanishen, Cardiff. The building was staged to replicate a High Rise Residential Building where the exercise involved a road traffic collision and numerous live casualties. Joint Fire Control dealt with multiple Fire Survival Guidance calls and a direct communication link to crews located on scene.’



# Using Technology Well

Supporting the following Well-being Goals:



A globally responsible Wales



A resilient Wales



A healthier Wales

## What does this mean?

We will constantly review our use of technology so that the most suitable hardware and software is being used in order to help keep you safe. While technology continues to develop at great speed, our focus is always on using the best technology to record and monitor emergency calls, send the right vehicles and crew to you and help us at the scene of the emergency incidents themselves. Another very important aspect for us is to build resilience into our systems so robust backup arrangements are in place in the event of systems failure.



Continually look to use the latest technology where it can improve our service to you

### We will use technology well by:

- Using the most suitable technology and equipment to improve our services
- Reviewing the standard and use of technology and equipment across the Service

### What we did in 2021-2022

- Continued our accreditation to Cyber Essentials Plus, and progressed a full ICT physical asset management audit
- Continued the Global Positioning System (GPS) repeater project, completed at 42 stations (GPS repeaters enable the reception of satellite signals inside a building or indoor location where they cannot ordinarily be received)
- Trialled use of apps to support our crews at incidents
- Introduced an app for all staff, to share key information and updates
- Developed and began a trial for firefighters to use body worn cameras in training environments



Continually look to use the latest technology where it can improve our service to you

- Upgraded our fleet management system enabling improved reporting
- Completed the upgrade to our Mobile Data Terminals (MDTs), which has benefited our crews by providing more up to date software and mapping services
- Commenced a cross department project to adopt cloud-based systems
- Created and implemented a reporting tool to track and monitor our progress and evidence against the Investors in People recommendations and action plan
- Created reporting systems to support working groups and projects, including the Safeguarding and Railway Working Groups

### What we will do in 2022-2023

- Commence a personal development recording and learning management system project, to ensure e-learning packages are compliant with legislation, National Operational Guidance and Service policy (due to complete in early 2023)
- Maximise use of geospatial tools to assist caller location identification
- Migrate to Microsoft Office 365, including the use of Microsoft Office Teams for virtual meetings
- Launch our new Media Studio so we can create and deliver higher quality multi-media content more quickly to digital channels



# Engaging and Communicating

Supporting the following Well-being Goals:



A resilient  
Wales



A Wales of cohesive  
communities



A Wales of vibrant  
culture & thriving  
Welsh language



A more equal  
Wales

## What does this mean?

We will make sure that all our communities and staff are involved in helping us provide an excellent community service, by offering a range of opportunities to our staff and citizens to help shape our activities now and in the future. We will also look to gain more views on how we share information with you.



Ensuring  
all our  
communities  
and staff  
are involved  
in helping  
us provide  
an excellent  
service

### We will engage and communicate:

- Involving our communities and making sure they have their say in what we do
- Helping to keep our communities safe by delivering safety education and attending community events

### What we did in 2021-2022

- Developed close relationships with external and internal stakeholders, local councils, minority groups and LGBTQ+ organisations, which supported our public consultation activity
- Published our Annual Improvement Plan in October and surveyed our staff, the public and our partners to assess their views on our proposed objectives for the new financial year
- Delivered vital fire safety messages to schools across South Wales, engaging with over 30,000 Foundation Phase and Key Stage 2 pupils





Ensuring  
all our  
communities  
and staff  
are involved  
in helping  
us provide  
an excellent  
service

- Increased use of social media by fire and rescue stations to provide safety and incident advice and training exercise awareness to our communities
- Expanded our use of non-digital engagement methods. Recent risk reduction campaigns have seen the use of billboards, advertising vans, hyper-local magazines, partner bulletins, national newspapers and radio advertising
- Developed a coordinated communications and engagement strategy for recruitment, using targeted events, social media, press coverage, website features and billboards, to promote the role of both On-Call and Wholetime firefighters during our recent recruitment campaigns
- Launched “Commit to be Fit” and relaunched “Firefighter Fit” engagement days
- Engaged face to face with vulnerable young people across South Wales delivering our Crimes and Consequences and Phoenix programmes, which focus on young people who have offended or are on the verge of offending
- Delivered Crucial Crew to over 8,000 children, a fun and engaging event providing key safety information and education
- Our Business Fire Safety LinkedIn page has improved communication with the business community
- Restarted face-to-face delivery of our Fire Cadet programme in September 2021. This programme allows young people to study for a two year BTEC Level 2 qualification in Fire and Rescue Services in the Community





Ensuring  
all our  
communities  
and staff  
are involved  
in helping  
us provide  
an excellent  
service

### What we will do in 2022-2023

- Re-establish the Momentum Project, a scheme that involves the whole family and is designed to help build confidence and allow families to make new friends and learn new things. The parent activities include self-care, mindfulness and well-being while young people learn firefighting skills and the discipline that is expected on the drill yard
- Engage with under-represented groups in order to encourage a more diverse range of job applicants to join our Service
- Return to holding station-based events as Covid-19 restrictions are eased, to promote Risk Reduction topics and enhance relationships with local partners and communities
- Maintain effective awareness of high impact community events
- Continue to trial a variety of engagement methods with our communities
- Further develop Business Fire Safety advice and guidance on our website
- Develop a Communications and Engagement Strategy
- Continue to support cultural change by promoting Equality, Diversity and Inclusion initiatives and solutions, encouraging staff involvement and participation







# Valuing our People

Supporting the following Well-being Goals:



A more equal Wales



A healthier Wales



A prosperous Wales



A Wales of vibrant culture & thriving Welsh language

## What does this mean?

We recognise and value our people as the most important asset in achieving our objectives. It is through our people that excellent community service will be delivered. To succeed we need the right people, with the right skills and values, in the right place at the right time. Our leaders will champion our culture, live by our values and facilitate a high performance, talented, skilled, diverse and motivated workforce. We will develop a wide ranging approach to improving employee well-being to reduce sickness absence and focus on health and fitness promotion. Whether an employee or volunteer in the Service, everyone has a key role in keeping our communities safe.



Supporting a diverse workforce that represents your community, is well trained and motivated to deliver our service

## We will value our people by:

- Attracting a workforce that reflects and represents our communities
- Developing our people by identifying training and development opportunities
- Supporting our people to feel well, healthy and happy at work
- Delivering on the recommendations of the Investors in People report
- Encouraging and supporting a bilingual culture across the Service (New 2022-2023)

## What we did in 2021-2022

- Processed 400 Joint Fire Control applications, 18 to be employed during late 2021 and through to 2022
- Processed approximately 2,500 Wholetime Duty System (WDS) firefighter applications, employing 98 firefighters during the period mid 2021-2022, 10% of whom are female firefighters





Supporting  
a diverse  
workforce that  
represents  
your  
community,  
is well trained  
and motivated  
to deliver our  
service

- Created an all-inclusive 'Careers Booklet' to highlight the range of our Service job opportunities
- Produced an end of course booklet to improve the transition of our Firefighter trainees to operational duties
- Continued to supply operational staff with lateral flow testing kits (LFTs) to enable regular testing and provided LFTs to all employees from April 2021
- Delivered well-being training to operational junior officers across the service
- Established our Well-Being Delivery Group and developed our Well-Being Policy
- Prepared the way for gym access at the sites we share with other emergency services
- Established a Mental Health Working Group to review trends and provide those colleagues with lived experience an opportunity to help shape our future provision
- Included mental health as a training topic for every WDS new recruit
- Introduced 20 Family Support Officers and trained them in how to provide immediate support to a bereaved family
- Launched the new Personal Review process
- Achieved Gold following our previous Silver award in the Investors in People (iP) People assessment and Silver in our first formal assessment in the iP Well-being award
- Engaged in the Academi Wales "Leading in a Bilingual Country" programme which aims to create a culture where bilingualism can flourish
- Published our Welsh Language Annual Monitoring report 1st April 2020 - 31st March 2021. You can read this report [HERE](#)





Supporting  
a diverse  
workforce that  
represents  
your  
community,  
is well trained  
and motivated  
to deliver our  
service

## What we will do in 2022-2023

- Introduce pre-course learning for On-Call recruits by the end of 2022
- Scope and conduct a review of On-Call arrangements
- Develop and launch our new Learning Pathways to further enhance staff development
- Implement the new development portfolio and Internal Quality Assurance (IQA) in our Business Fire Safety department, which will map the pathway for new entrants from induction through to competency
- Develop and roll out a training package for the new Thermal Imaging Cameras
- Launch additional learning support for neurodiversity and personal reflection
- Develop a line manager training package for Equality, Diversity & Inclusion
- Focus on mental health awareness for all On-Call and Corporate Staff
- Increase the number of MIND/Mental Health Champions in the Service
- Expand the development of well-being areas and community gardens on our stations and other premises
- Sign up to becoming an accredited Real Living Wage employer
- Continue to be part of a “Community of Practice” hosted by Academi Wales to share ideas and best practice on implementing a bilingual culture in the workplace

The All Wales Fire and Rescue Services People and Organisational Development Strategy 2021-2024 can be found [HERE](#)







# Protecting our environment

Supporting the following Well-being Goals:



A globally Responsible Wales



A healthier Wales



A resilient Wales



A Wales of cohesive communities

## What does this mean?

We will carry out our activities in a way that helps sustain the planet for our future generations.



Carrying out our activities in a way that helps sustain the planet for our future generations

### We will protect our environment by:

- Reducing the usage of single use materials
- Expanding the use of electric vehicles
- Reducing our energy use and our carbon footprint
- Considering how our activities impact on the environment
- Reducing the amount of waste produced (New 2022-2023)

### What we did in 2021-2022

- Installed smart meters at most of our premises
- 90% of fire and rescue stations and other premises now have fully operational LED and centrally controlled lighting
- Signed a number of Healthy Travel Charters across South Wales. These charters commit to a range of actions to encourage and support greater business and leisure active travel, eg, cycling and walking, by our staff, contributing to a reduction in vehicle emissions
- Replaced 21 diesel engine vehicles with electric vehicles, introduced three electric vans, and installed new electric vehicle charging points at our Headquarters (HQ)





Carrying out  
our activities  
in a way that  
helps sustain  
the planet  
for our future  
generations

- Specialist appliance training is now station-based to reduce the movement of these appliances during training courses
- Operational and Community Safety training has been delivered at fire and rescue stations using webinars and other virtual methods
- Explored the feasibility of collecting rainwater for use in our Fleet & Engineering department for our vehicle wash facility

### What we will do in 2022-2023

- Increase the number of electric vehicle charging points at HQ and our fire and rescue stations
- Develop a formal Sustainability Engagement Strategy
- Implement and utilise an external carbon footprint tracker
- Give greater consideration to ways of reducing vehicle movements, and our use of single use and non-recyclable materials to deliver against our Carbon Reduction Plan
- Trial worm composting as an alternative to food waste collections at three On-Call fire and rescue stations
- Secure funding to purchase two more large electric vans
- Progress solar panel installation at HQ and Barry Fire and Rescue Station and look to complete further installations across the Service in the future
- Introduce monitoring of printing volumes to reduce paper usage
- Rollout new drying technology in all fire and rescue stations. This technology is dry sensitive and will “auto shut-off” once materials are dried, saving energy and costs

Our Carbon Reduction Plan can be viewed [HERE](#).



# Continue to Work Effectively

Supporting the following Well-being Goals:



A prosperous  
Wales



A Wales of vibrant  
culture & thriving  
Welsh language



A healthier  
Wales

## What does this mean?

We will be clearly accountable to the public by making sure that our communities understand the risks in their area. We will inform the public of what we are responsible for delivering through partnership arrangements and how we plan to do this. This Strategic Plan gives citizens the opportunity to understand our objectives and also gives an opportunity to contribute to this plan by providing feedback. Our Annual Improvement Plan(s) will inform the public of the success we have had in achieving these objectives and the scope of further progress. Severe pressure on public finances will continue for the foreseeable future and the life of this plan. We will pursue all feasible opportunities to identify efficiencies and to keep costs down, while discharging our core duties effectively. Our aim is to maximise value for money while improving our service. As the Service moves from responding to the Covid-19 pandemic into recovery, we will ensure that the new and better ways of working, developed through the crisis, are successfully embedded into our everyday operation.



Ensuring  
our service  
provides  
value for  
money and  
is clearly  
accountable

### We will continue to work effectively by:

- Being clear and publicly accountable
- Maximising value for money while improving our service
- Developing new ways of working

### What we did in 2021-2022

- Published our Annual Improvement Plan in October 2021
- Reported to our Fire and Rescue Authority (FRA) and various sub-committees, such as the HR and Equalities Committee and Finance and Performance Management Committee. FRA documents are available to the public on our website and can be found [HERE](#)



Ensuring  
our service  
provides  
value for  
money and  
is clearly  
accountable

- Video recordings of these committee meetings are available on our website. A link to these can be found [HERE](#)
- Developed Procurement Impact Assessments – used at the pre-procurement stage to assess how any proposed purchase fits with our carbon reduction ambitions
- Responded to over 90 Freedom of Information requests and made these available on our website
- Maintained an effective procurement supply chain post-Brexit
- Worked with fire and rescue stations to promote training exercises and their outcomes, and provided home, business and road safety messages

### What we will do in 2022-2023

- Regularly review and monitor our waste recording
- Conduct approximately 70 days of internal audit on twelve different topic areas, eg, HR, Finance and Data Protection, to provide an assessment of assurance and compliance
- Implement the recommendations of the Joint Fire Control (JFC) Review which address substantive posts, working conditions, structure, handback and environmental issues
- Develop a Covid-19 Journey package to support future learning and public enquiry evidence
- Carry out a minor equipment replacement project, trialling next generation wet weather work wear, reciprocating saws and battery operated RTC equipment
- Carry out noise and vibration assessments across the Service







Ensuring  
our service  
provides  
value for  
money and  
is clearly  
accountable

- Research an upgrade to our finance and procurement system
- Re-engineer courses to maximise candidate attendance and efficiencies by migrating theoretical training to instructor led online training
- Upgrade our USAR (Urban Search and Rescue) facility
- Develop additional material to support our recruitment campaigns
- Promote our Innovation and Improvement scheme, encouraging ideas and suggestions from any member of staff





**Work with me,  
not against me.**

## Our Public Service Boards

We continue to work with the Public Service Boards (PSBs) in our area. PSBs have a responsibility to prepare and publish local well-being plans and report annually on progress.

We are committed to meeting our obligations under the WFGA. We will always consider the long-term implications of our actions and how we can be effective members of our PSBs, collaborating and taking an integrated approach to delivering services, in order to help people feel safe and well in their daily lives.

Our work with the PSBs demonstrates our commitment to the sustainable development principle of the WFGA. When we developed our strategic themes and objectives, we considered the seven goals of the Act and made sure that we are applying the five ways of working: long-term thinking, prevention, integration, collaboration and involvement. We identified various actions that contribute to the achievement of the seven goals when defining our eight strategic themes and objectives for the year 2020-2021 and beyond.

We will monitor and measure our progress toward these objectives as part of our existing processes.

Gwent PSB formed in 2021, replacing the five local authority PSBs for South East Wales. A single Gwent Well-being Assessment has been produced with local assessments for each area. This will inform the Gwent Well-being Plan from 2023. Well-being Plans produced by each local authority for 2018-2023 will continue to term.

Please click on the relevant icon for the current PSB well-being plan and objectives for your area.



# About Us



**10** Unitary  
Authorities



**1,100**  
square miles



approximately

**670,000**  
households



over

**1.5**  
million people



consists of

**828**  
Wholetime firefighters



**565**  
On-Call firefighters



**347**  
Corporate Staff



**41**  
Control Room Staff



In contact with  
approximately

**35,000**  
business premises



## In 2020-2021, we:

 handled **32,056** emergency calls
  were called to **605** accidental fires in the home
  received **301** hoax calls

of which **51** Control identified as false
 responded to **16,723** incidents
 of which  **5,481** were fires

**2,918** were non fire emergencies
  **8,324** were false alarms

attended  **367** deliberate road vehicle fires
  **643** road traffic collisions
 of which  **98** involved extrication of persons








carried out  **30** KS1-4 school visits
 engaged with **1,120** young people
 carried out  **3,889\*** Home Safety Checks

carried out **451** fire safety audits
 We provide: **prevention, protection & response**
**24** hours a day
 **7** days a week
 **365** days of the year for only
 **92<sup>p</sup>** per person per week

Due to Covid-19, engagement figures are lower than usual.

\* An additional 2,660 home safety checks were conducted over the phone.

# Strategic Performance Indicators

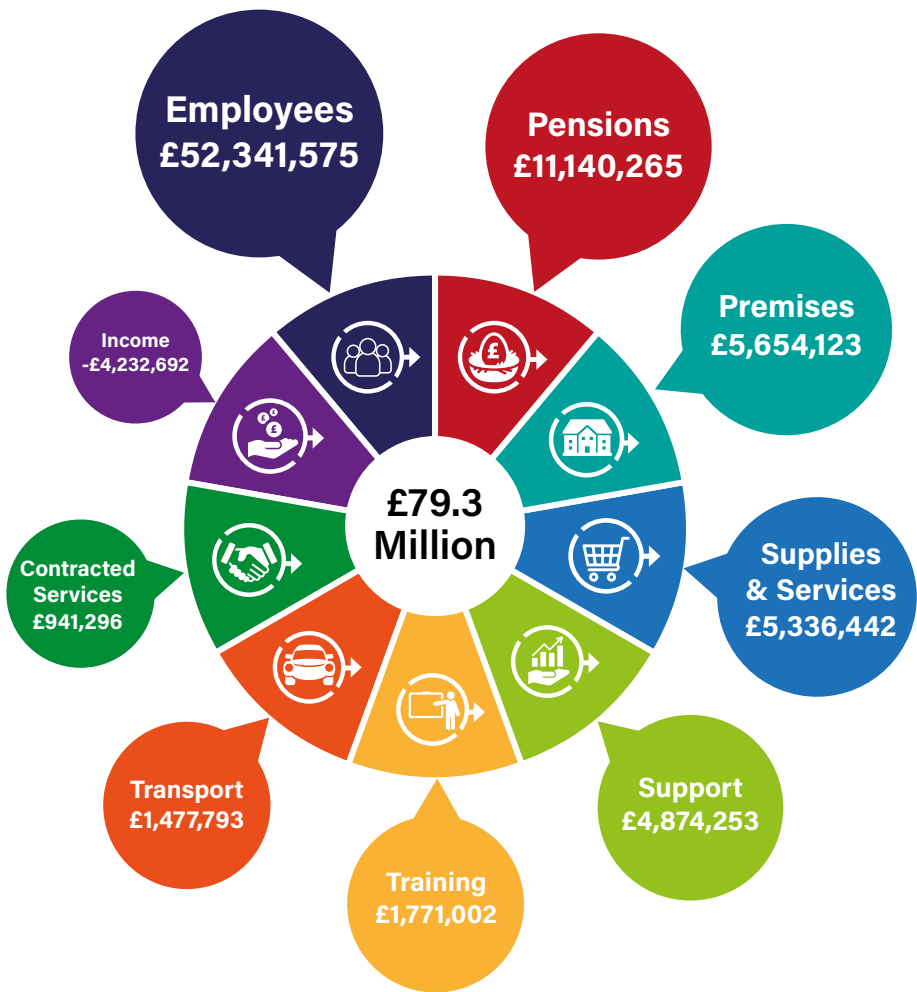
	Financial Year 17-18	Financial Year 18-19	Financial Year 19-20	Financial Year 20-21	Financial Year 21-22*	4 Year Trend	Financial Year 22-23 Target
Fires attended	5,793	6,898	5,482	5,481	5,068		5,601
False alarms attended	7,687	7,847	7,858	8,324	7,965		8,114
Road Traffic Collisions attended	1,139	1,112	995	643	810		870
Other Special Service Calls attended	2,624	2,062	2,569	2,275	2,603		2,467
Deaths and Injuries arising from all fires	67	71	84	49	46		59
Deaths and Injuries arising from accidental fires	58	55	64	42	38		47
Percentage of Dwelling Fires contained to the room in which they originated	83.65%	82.50%	84.20%	82.23%	83.92%		85.00%

\* Data correct at 18th March 2022 – these are not full year figures and are subject to change

We have seen reduction in fires attended in the last five years, with a corresponding fall in the number of deaths and injuries caused by fire. The number of road traffic collisions attended has also fallen, reflecting changing patterns of travel during Covid-19. An upward trend in other special service calls, which includes assisting other agencies, response to flooding incidents and water rescues, shows the range of support we provide to our communities and the changing demands on the Service.

# Our Budget 2022-2023

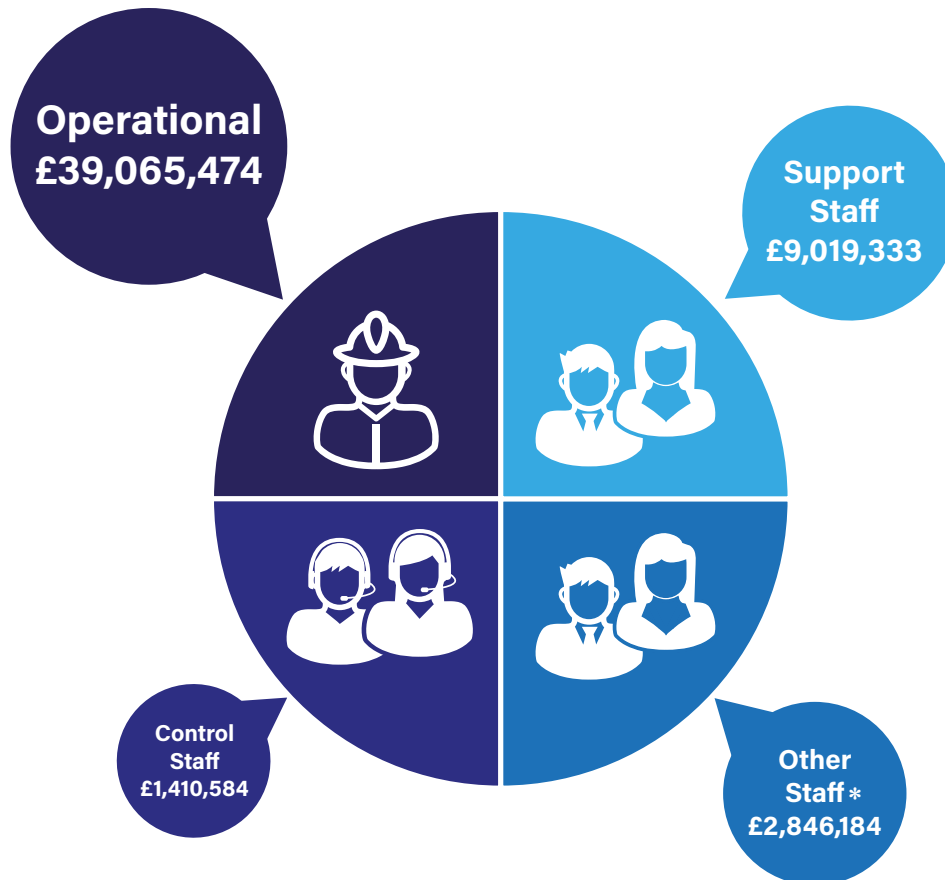
The majority of our funding is received from the local authorities we serve: Blaenau Gwent, Bridgend, Caerphilly, Cardiff, Merthyr Tydfil, Monmouthshire, Newport, Rhondda Cynon Taff, Torfaen and the Vale of Glamorgan. This is based on population in each area. Here is our planned budget spend:





# Employee Costs

Employee costs of £52,341,575 are distributed across all our staff as illustrated below



**\*Other Staff Costs** Includes overtime, travel and other staff related costs.

## Why We Plan

We always try to improve the service we deliver to you and manage risks through partnership working and our prevention, protection and response activities. During our yearly planning cycle, we hold planning days with our Senior Management Team to consider all Fire and Rescue related risks that could affect the communities of South Wales to determine ways in which we can effectively work to prevent these risks from harming those within our communities.

We also consider our budgets and the laws that impact us, to make sure that we focus our work in the right areas. We then develop more detailed plans for each year, which become our objectives. We consult with our staff, our communities and our partners before finalising our objectives.

Our objectives are divided into business plan tasks and we provide regular reports on our progress against these tasks to our Fire and Rescue Authority.

Fire and Rescue Authority papers are published on our website and can be accessed [HERE](#)



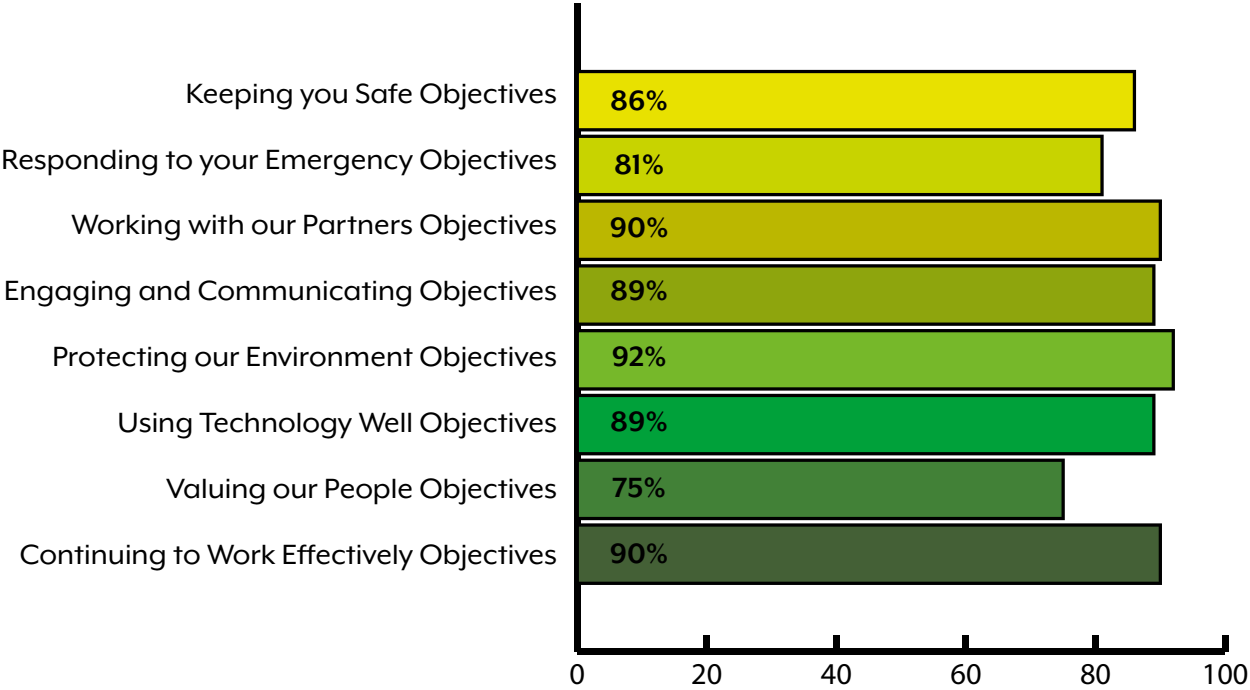
### Consultation and Involvement

Each year we survey our staff, the public and our partners to assess their agreement and opinion on our proposed objectives for the new financial year. This year our survey ran from 1st November 2021 until 24th January 2022.

#### The key results were:

- There is strong agreement with our proposed 2022-2023 objectives with 86% of responses in agreement
- The highest levels of agreement came for the proposed Objectives as follows - 'Protecting our Environment', 'Working with our Partners' and 'Continuing to Work Effectively'
- The engagement rate to the public consultation survey was 27% higher than last year, with 220 starting the consultation this year compared with 161 last year
- 72% of those we engaged with (158 people) work for SWFRS and the remaining 28% work for partners, other stakeholder groups, are members of the public or preferred not to identify their relationship to SWFRS

- 157 people indicated whether they agreed with our objectives, more than double last year's responses from 70 people.



# How We Plan

The diagrams below show how this all fits together as a framework within the Service.

## Our Planning Process



## Key Legislation

This diagram shows the key legislation we take into account when planning and the links between them.



# Our Other Plans and Strategies

Our Service has developed other strategies and plans that support the achievement of our overall Strategic Plan.



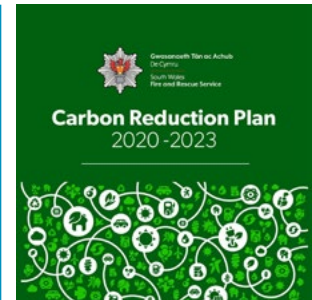
Our Strategic Plan 2020-2030 can be found [HERE](#).



Our Annual Improvement Plan 2022-2023 can be found [HERE](#).



Our Strategic Equality Plan 2020-2025 can be found [HERE](#)



Our Carbon Reduction Plan 2020-2023 can be found [HERE](#).



## Socio-Economic Duty

The Socio-Economic Duty came into force on the **31 March 2021** and will be key in supporting the most vulnerable in our society.

The aim of the duty is to deliver better outcomes for those who experience socio-economic disadvantage. It will encourage better decision making among listed public body organisations, ensuring more equal outcomes.

Socio-economic disadvantage means those living in less favourable social and economic circumstances than others in the same society.

As a public body subject to the duty, we need to consider how our strategic decisions can improve inequality of outcome for people who suffer socio-economic disadvantage.

Involving our communities in decision-making is key to getting decisions right and making sure those decisions achieve positive outcomes. We will take account of evidence and potential impact, understand the views and needs of those impacted by the decision and welcome challenge and scrutiny.

### Examples of where we have considered this new duty are:

- Designed and launched an Integrated Assessment to take into account protected characteristics and socio-economic factors in all our activities
- Our Procurement team worked alongside Mid & West Wales FRS to embed Social Value clauses in our tender processes, and we also developed Procurement Impact Assessments
- Considered our arrangements to utilise procurement and supply chains to support social, economic and environmental change
- A SWFRS engagement resource hub is being developed. This will provide access to our Stakeholder and Partnership register, highlighting our contacts and working partnerships with many groups, including those applicable to our Socio-economic Duty
- Human Resources are considering the key principles of the new Socio-economic Duty and their impact on recruitment activities. A report was produced to evaluate the last Wholetime recruitment campaign, which has helped us drive activities forward for the 2022 campaign



# Carbon Reduction

Our Carbon Reduction Plan 2020-2023 aims to reduce our carbon emissions by 25%. Over the next three decades, by 2050 we aim to achieve an additional 55% reduction.



## How will we measure our success?

- Carbon emissions will reduce - reaching or exceeding our targets
- Renewable and low carbon energy sources will increase - reaching or exceeding our targets
- Critical adaptations and other measures will be implemented
- New planned developments, equipment and supplies will have minimal environmental impact

## Biodiversity in Action

An idea to develop a garden at Maesteg Fire and Rescue Station has grown into something more. By using a large amount of raw materials and wood donated from the local community and businesses, station personnel have built bird habitats. Staff invited the local community to help make bird boxes to take back to their own gardens or place in local woodland. “Maesteg Fire Station Open Workshop Day” was held on 4th December 2021. Sixty bird boxes were made along with some ‘Fat Bomb’ bird feeders. Every member of Green Watch along with On-Call firefighters participated alongside some of our volunteers and Police Community Support Officers (PCSOs) from South Wales Police. Members of the public were taken on a small tour of the garden and informed why small areas like this are so important to the

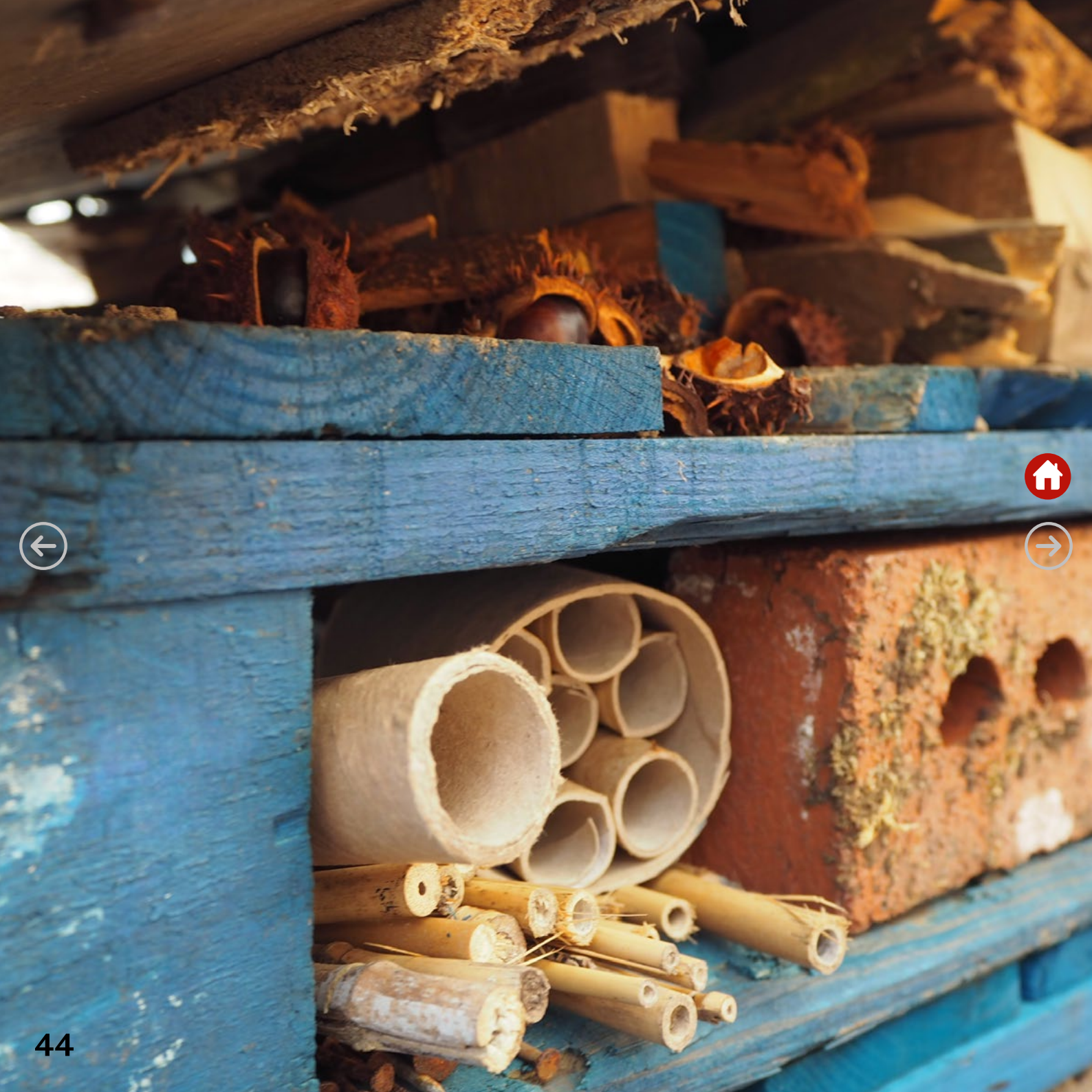
greater ecosystem. Station personnel were able to show how much nature and wildlife had settled into this new environment. The garden itself can be used as a recreational area to simply take five, sit down, absorb nature and process thoughts in a few minutes of peace.

This project has had no funding or financial support as every item was donated or recycled. This is the true value of long-term sustainability.

Pencoed Fire and Rescue Station has also been busy working on a new wildlife garden and well-being area. To date, they have built two large raised beds out of railway sleepers and planted over 100 trees. More well-being areas are being planned for other stations in the coming months.

Our Carbon Reduction Plan can be found [here](#).





# Welsh Language

We are committed to effectively serve those who choose to live their lives via the medium of the Welsh Language. As a result of the Welsh Language Standards 2015, the South Wales Fire and Rescue Authority has been issued with a Welsh Language Standards Compliance Notice by the Welsh Language Commissioner. This [Compliance Notice](#) is published on our website and gives details about what services citizens can expect to receive in Welsh. We seek to engage with Welsh speakers and learners in order to improve the overall standard of service provided, including services that are provided in Welsh.

## Have your say

We are always looking for ways to improve our services and to present information that is meaningful. In order to do this we want to ensure that your views are considered when delivering our activities and presenting information to you.



## Write to us

Service Performance & Communications  
South Wales Fire and Rescue Service  
Forest View Business Park,  
Llantrisant, CF72 8LX



## Website

[www.southwales-fire.gov.uk](http://www.southwales-fire.gov.uk)

## Email us

[HYS@southwales-fire.gov.uk](mailto:HYS@southwales-fire.gov.uk)



## Call us

01443 232000

## Alternative versions

If you would like this information in an alternative version, please [contact us](#).



@SWFireandrescue



@SWFireandrescue



@sw\_fire\_and\_rescue

We welcome correspondence in Welsh and English.

We will respond equally to both and will reply in your language of choice without delay.



**Gwasanaeth Tân ac Achub**  
De Cymru



South Wales  
**Fire and Rescue Service**

South Wales Fire and Rescue Service  
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